

Appendix E. Mid-Term Strategies (Years 3 through 5)

Mid-Term Strategies - Implementation Quick Guide

Strategy	Champions (Partners)	Cost	Urgency	Implementation Steps
B. Technology and Equipment				
B-3. Strategically expand ParkFlag's use of LPR.	Parking Program Manager, Lead Parking Aide (Community Investment Director, Finance)	\$\$\$\$	High	- Identify priority deployment location(s) and unit type. - Identify available budget and preferred implementation timing. - Develop an RFP and select a vendor. - Install, test and accept new system(s).
B-4. Implement gateless Parking Access and Revenue Control (PARCS) in future structured parking assets.	Community Investment Director (Parking Program Manager, City Information Technology, mobile payment vendor(s), Flowbird)	\$\$	Low	- Adopt gateless access as the preferred management approach for off-street facilities. - Establish new mobile payment zone(s). - Configure LPR for off-street enforcement. - Install Flowbird kiosks and signage. - Install mobile app signage.
B-5. Explore customer-facing parking availability information.	Parking Program Manager, Community Investment Director (Information Technology, Procurement, Selected Vendor)	\$\$\$\$	Low	- Conduct vendor demonstrations. - If demonstrated systems align with ParkFlag's goals, develop RFP requirements for a parking availability system. - Evaluate and select one or more vendors. - Implement the parking availability system.
C. Accessibility and Infrastructure				

C-2. Identify opportunities for additional bike racks in underutilized and/or difficult to program areas.	Community Investment Director, ParkFlag (Sustainability, Downtown Business Alliance)	\$\$\$	Low	❑ Identify high-demand locations in partnership with Sustainability, DBA, and/or the appropriate bicycle advocacy group. ❑ Identify implementation steps, required permitting, and project budget. ❑ Install bike racks, prioritizing high-demand locations. ❑ Promote availability and community benefit as part of ParkFlag's commitment to demand management alternatives.
E. Signage, Wayfinding, and Branding				
E-2. Expand ParkFlag's colorful and clever brand work,	ParkFlag (Discover Flagstaff)	\$\$	Medium	❑ Create a ParkFlag brand guide/book. ❑ Develop an annual budget for brand implementation and expansion. ❑ Prioritize creation of branded decals for parking equipment (e.g., pay stations, informational signage, vehicles). ❑ Include ParkFlag branding whenever possible online, including special event parking materials and social media posts. ❑ Carry the ParkFlag brand through apparel worn by front line staff, including shirts, hats and outerwear. ❑ Place ParkFlag branding and mobile payment stickers on the pay stations where deemed appropriate.
E-3. Expand auto-directional and destination parking signage.	Parking Program Manager (Community Investment Director, City Public Works)	\$\$\$	Medium	❑ Confirm current signage inventory. ❑ Assess MUTCD compliance and ParkFlag brand alignment. ❑ Develop a prioritized replacement and gap-fill plan.

F. Policy and Program Development				
F-3. Identify a predictable, documented process and cadence for parking fee adjustments.	Community Investment Director, Parking Program Manager (City Council, Finance)	N/A	Medium/Low	☐ Establish a preferred cadence for parking fee review and adjustment. ☐ Define occupancy-based adjustment thresholds and strategies. ☐ Explore a more diverse Pay-to-Park rate structure. ☐ Commit to a transparent process.
F-4. Complete a municipal code review to ensure alignment with existing parking and curbside management practices.	ParkFlag, Community Investment Director (City Attorney)	N/A - \$	Medium	☐ Review municipal code to ensure all parking and curbside policies and regulations are up to date and appropriately documented. This work can be done in-house or outsourced. ☐ Where appropriate, future-proof the municipal code to allow for changes to parking rates, regulations and technology. ☐ Review code with City Attorney. ☐ Bring code updates to City Council for review and approval.
F-5. Conduct a comprehensive review of ParkFlag's parking permit offerings, to ensure program regulations are meeting customer needs.	Parking Program Manager, Community Investment Director, Parking Aides (DBA, Southside Neighborhood Association, NAU)	\$	Medium	☐ Convene an ad-hoc stakeholder committee to evaluate current offerings. ☐ Seek City Council approval. ☐ Review and update permit policies. ☐ Utilize the annual survey to track results over time, and adjust as needed.
G. Curb Management				
G-4. Conduct a new Curbside Management Study.	Parking Program Manager, Community Investment Director	\$\$	Low	☐ Plan and budget for a future Curbside Management Study.

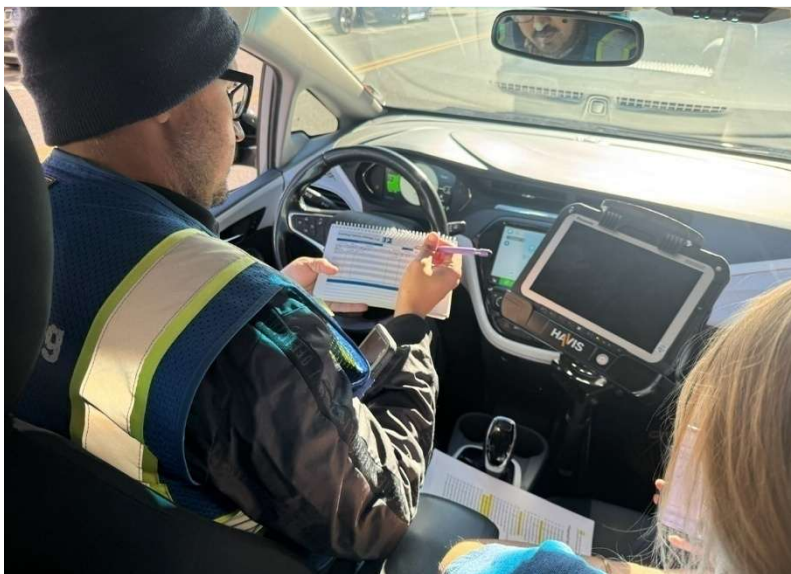
B. Technology and Equipment

B-3. Strategically expand ParkFlag's use of LPR.

As ParkFlag matures, strategic expansion of license plate recognition (LPR) technology offers one of the highest-value opportunities to improve enforcement efficiency, data quality, and customer experience

simultaneously. LPR extends the effective reach of Parking Aides without proportional staffing increases, strengthens citation defensibility, and generates the occupancy data needed to power real-time availability information for users. Deploying fixed units in new structured facilities and high-utilization surface lots creates a more comprehensive, consistent picture of system performance – and positions ParkFlag to make smarter, data-driven decisions as the program grows.

Figure 1. LPR Vehicle



Champions (Partners): Parking Program Manager, Lead Parking Aide (Community Investment Director, Finance)

Cost: \$\$\$\$

Urgency: High

Implementation guidance:

- ❑ **Identify priority deployment location(s) and unit type.** Start by identifying where LPR will have the greatest impact – facilities with high monitoring needs, known utilization gaps, and/or limited data visibility. Structured parking locations and heavily used surface lots are the ideal starting point, with mobile LPR continuing to cover lower-volume or variable-demand areas. Consideration should be given to the most effective LPR unit type given enforcement needs, fixed, mobile or both.
- ❑ **Identify available budget and preferred implementation timing.** Before moving to procurement, strategize with the Finance Department to work through budgeting options for additional units. The conversation should cover the full cost picture – acquisition, installation, and ongoing maintenance – and identify the most viable funding sources, whether that's parking revenues, available grants, or a budget amendment.
- ❑ **Develop an RFP and select a vendor.** Work with relevant stakeholders to build out Request for Proposal (RFP) specifications that clearly define hardware and software requirements, integration expectations with existing enforcement software, and data storage needs. Direct system integration should be a priority – third-party

intermediaries add cost and complexity that are worth avoiding. Before launching a standalone RFP, check whether a cooperative purchasing agreement (e.g., Sourcewell, or OMNIA Partners) offers a qualifying vehicle that could simplify and accelerate the process. Evaluate proposals against established criteria with input from key stakeholders and select the vendor that best fits the City's operational and technical needs.

- ❑ **Install, test and accept new system(s).** Work closely with the selected vendor to plan an installation that keeps disruption to enforcement operations to a minimum. Establish clear acceptance criteria upfront, and make sure all units are fully tested and verified before initiating active service.

B-4. Implement gateless Parking Access and Revenue Control (PARCS) in future structured parking assets

As Flagstaff brings structured parking assets into its portfolio, adopting gateless technology could offer a cost-effective and customer friendly path that builds on existing infrastructure. Gateless Parking Access and Revenue Control (PARCS) systems eliminate the capital and maintenance costs associated with traditional gate equipment while enabling seamless integration with the tools ParkFlag users already know – the ParkMobile app and Flowbird kiosks. This consistency across on- and off-street locations strengthens the ParkFlag brand, helps users quickly identify public parking options, and supports broader mobile payment adoption across the district.

Special consideration should also be given to the impact of new structured parking assets on ParkFlag's Pay-to-Park fee structure, which is currently managed as one large zone. As such, this recommendation will be closely aligned with and should be considered during implementation of Strategy F-3 (Parking Fee Adjustments).

Champions (Partners): Community Investment Director (Parking Program Manager, City Information Technology, mobile payment vendors, and Flowbird)

Cost: \$\$

Urgency: Low

Implementation guidance:

- ❑ **Adopt gateless access as the preferred management approach for off-street facilities.** Document the policy and/or operational preference for gateless technology in any new or acquired off-street parking facility, including structure parking. This standardizes the customer experience across the ParkFlag system, reduces infrastructure costs, and avoids the operational complexity of gate equipment maintenance and staffing.
- ❑ **Establish new mobile payment zone(s).** Work with all active mobile payment vendors to establish a process for implementing new zones. Ensure that the new zones are properly configured with accurate rate information, time restrictions, and any other relevant parameters prior to launch.
- ❑ **Configure LPR for off-street enforcement.** Deploy and configure License Plate Recognition technology to support enforcement at off-street facilities, enabling

verification of payment status without gate equipment and reinforcing the gateless access model.

- ❑ **Install Flowbird kiosks and signage.** Procure and install Flowbird pay kiosks at strategic locations throughout the off-street facility to provide continuity for a physical payment option for customers who prefer not to use a mobile app. Alongside the kiosks, install clear and visible signage that directs customers to all available payment options, displays parking rates and time restrictions, and ensures that the facility is easy to navigate and understand for all users.
- ❑ **Install mobile app signage.** Install dedicated signage throughout the facility that clearly communicates the availability of mobile app payment options. Signage should include instructions on how to download and use the app(s), the zone number for the facility, and any other relevant information needed to complete a transaction.

B-5. Explore customer-facing parking availability information.

The City should explore technology solutions that provide customers with real-time or near-real time (predictive) parking availability information. Mobile LPR systems collect data on parked vehicles, allowing the City to estimate occupancy across on-street and off-street parking locations. Transaction data from pay stations and mobile payment applications indicates when and where parking sessions are active. When combined, these data sources provide a more accurate and comprehensive view of both current occupancy and expected demand throughout the day. A parking availability system can utilize this data to provide public-facing information for Flagstaff visitors and residents, guiding drivers to available parking throughout the ParkFlag service area.

The City should consider procuring a parking availability system capable of integrating LPR and transaction data to estimate parking availability in real time and/or generate predictive insights based on historical trends. This information can then be delivered to customers through user-friendly platforms such as mobile applications, web-based maps, and digital signage.

A parking availability system can also support a public-facing, shareable parking inventory that displays real-time occupancy across the system. This inventory would help the City determine whether additional parking spaces are needed or whether existing supply is sufficient to meet demand, while also providing clarity to the public on which parking spaces are operated by ParkFlag.

Champions (Partners): Parking Program Manager, Community Investment Director (Information Technology, Procurement, Selected Vendor)

Cost: \$\$\$\$

Urgency: Low

Implementation Guidance:

- ❑ **Conduct vendor demonstrations.** Begin by identifying and reaching out to vendors that offer Parking Guidance System solutions, including those that utilize a combination of LPR and transaction data to provide real-time parking availability information. Conducting vendor demonstrations will allow the City to evaluate available

technologies, ask questions, and gain a clearer understanding of what solutions best align with the City's operational needs and goals.

- ❑ **If demonstrated systems align with ParkFlag's goals, develop Request for Proposal (RFP) requirements for a parking availability system.** Using insights gathered from the vendor demonstrations, develop a comprehensive Request for Proposals (RFP) that clearly outlines the City's requirements and expectations for a parking availability system. The RFP should define technical specifications, integration requirements with existing and future systems, customer-facing functionality, and any other criteria that will be used to evaluate prospective vendors.
- ❑ **Evaluate and select one or more vendors.** Once proposals are received, conduct a thorough evaluation of each submission against the established RFP criteria.
- ❑ **Implement the parking availability system.** Work collaboratively with the selected vendor to develop and execute an implementation plan that minimizes disruption to existing parking operations. The implementation phase should include system installation, staff training, and a public outreach effort to inform the community about the new parking availability tool and how to use it effectively.

C. Accessibility and Infrastructure

C-2. Identify opportunities for additional bike racks in underutilized and/or difficult to program areas.

As observed during the Curbside Needs Assessment, the City has already taken meaningful steps toward expanding bicycle parking downtown. The City should continue identifying areas of downtown that are underutilized or difficult to program as locations for new – and preferably artistic – secure bicycle racks. This continued investment can support active transportation options and strengthen first- and last-mile connections across the district.

As this effort continues, strategically targeting remaining gaps – particularly near NAU, transit stops, and high-activity commercial areas – will help extend campus cycling behaviors into the broader downtown area and advance the City's sustainability goals. This work should be done in conjunction with the City team who is responsible for managing the City's scooter/bike share program to ensure effective coverage across the ParkFlag service area. In the future, the City may want to explore e-bicycles and e-bicycle chargers at secure bike rack locations.

Champions (Partners): Community Investment Director (ParkFlag, Sustainability, Downtown Business Alliance)

Cost: \$\$\$

Urgency: Low

Implementation guidance:

- ❑ **Identify high-demand locations in partnership with Sustainability, DBA, and/or the appropriate advocacy group(s).** Collaborate with the City's Sustainability department, DBA, and local advocacy groups such as Biking Flagstaff or Strong Towns to identify high-demand locations where additional bike racks would be most beneficial. Engaging these partners early in the process will ensure that placement decisions are informed by community needs, cycling patterns, and broader sustainability goals. This collaborative approach will also provide an opportunity to explore the incorporation of

artistic and design elements that reflect the character of the surrounding area and enhance the overall aesthetic of the streetscape.

- ❑ **Identify implementation steps, required permitting, and project budget.** Once high-demand locations have been identified, develop a clear implementation plan that outlines all necessary steps for installation, including any required permitting, right-of-way approvals, or coordination with other City departments. A detailed project budget should be developed to account for the cost of bike rack procurement, any custom design or artistic elements, installation, and ongoing maintenance to ensure that the project is budgeted, sustainable, and executable.
- ❑ **Install bike racks, prioritizing high-demand locations.** Begin installation of bike racks in the identified high-demand locations, ensuring that placement is safe, accessible, and convenient for cyclists. Where feasible, incorporate artistic or design elements into the bike rack installations to enhance their visual appeal and contribute positively to the surrounding environment. Installations should be completed in a phased manner, prioritizing the locations with the greatest need first while continuing to plan for additional installations over time.
- ❑ **Promote availability and community benefit as part of ParkFlag's commitment to demand management alternatives.** Once bike racks have been installed, actively promote their availability to the public as part of ParkFlag's broader commitment to demand management alternatives and sustainable transportation. Outreach efforts should highlight the community benefits of increased bike parking, including reduced vehicle congestion, improved accessibility, and support for a more environmentally friendly transportation network. Promotion channels may include social media, the City's website, community newsletters, and partnerships with local cycling advocacy groups.

E. Signage, Wayfinding and Branding

E-2. Expand ParkFlag's colorful and clever brand work.

ParkFlag should expand its branding across signage, special event parking materials, and staff apparel to increase recognition of ParkFlag parking assets and improve community relations. Additionally, the City should explore the possibility of extending the ParkFlag brand across all auto-directional and destination signage, wherever feasible. As previously discussed, there is also an opportunity to strengthen the ParkFlag brand by incorporating branded decals on pay stations. These decals can reinforce system identity and help users easily recognize official City-managed parking assets. In addition, targeted stickers can be used to promote the mobile payment app(s) as a convenient alternative.

Figure 2. Vandalized Pay Station



The City can promote the ParkFlag brand by adding decals to existing signage or creating apparel for Parking Aides. Establishing a clearly identifiable brand will help reduce confusion between ParkFlag parking assets and privately

owned parking in the downtown area. Consistent branding across signage and public-facing materials will improve public relations, minimize accidental violations, and further ParkFlag's customer-focused management of the City's public parking system versus some of the more predatory towing practices that take place in private lots.

Additionally, ParkFlag should regularly check all signage and payment kiosks for unauthorized stickers and/or graffiti on payment kiosks. Seasonal equipment cleaning is also recommended, especially due to Flagstaff's varied climate.

Champions (Partners): ParkFlag (Discover Flagstaff)

Cost: \$\$

Urgency: Medium

Implementation guidance:

- ❑ **Create a ParkFlag brand guide/book.** Develop a comprehensive brand guide that establishes clear and consistent standards for the use of ParkFlag's visual identity, including logos, color palettes, typography, imagery, and tone of voice. The brand guide will serve as the foundational reference document for all future branding efforts, ensuring that ParkFlag's identity is applied consistently and cohesively across all touchpoints, materials, and platforms.
- ❑ **Develop an annual budget for brand implementation and expansion.** Work with the Finance Department to establish a dedicated annual budget that supports the ongoing implementation and expansion of the ParkFlag brand. The budget should account for all anticipated branding needs, including design work, printed materials, apparel, decals, and digital assets, and should be reviewed and updated each fiscal year to reflect evolving priorities and new branding opportunities.
- ❑ **Prioritize creation of branded decals for parking equipment (e.g., pay stations, informational signage, vehicles).** As an early and high-visibility branding priority, design and produce branded decals for key parking infrastructure, including pay stations, informational signage, and ParkFlag vehicles. Applying consistent ParkFlag branding to parking equipment will reinforce brand recognition throughout the community and contribute to a more polished and professional appearance across all parking facilities.
- ❑ **Include ParkFlag branding whenever possible online, including special event parking materials and social media posts.** Ensure that ParkFlag branding is prominently and consistently featured across all online platforms, including the City's website, social media accounts, and digital communications. Special event parking materials, such as maps, directional guides, and promotional content, should also reflect the ParkFlag brand to create a unified and recognizable experience for the public during high-visibility events.
- ❑ **Expand the ParkFlag brand through apparel worn by front line staff, including shirts, hats and outerwear.** Branded staff uniforms will enhance the professional appearance of the team, increase visibility in the field, and reinforce ParkFlag's identity as a community-facing organization. Apparel selections should be practical, durable, and appropriate for a variety of weather conditions given Flagstaff's climate.
- ❑ **Place ParkFlag branding and mobile payment stickers on the pay stations where deemed appropriate.** Establish a routine schedule for inspecting payment kiosks to identify and remove any non-ParkFlag stickers, decals, or

unauthorized materials that may detract from the brand's appearance or cause confusion for customers. Staff should also assess opportunities to apply or refresh ParkFlag branding and mobile payment stickers on pay stations where appropriate, ensuring that all equipment consistently reflects the ParkFlag brand and provides clear, up-to-date payment guidance to users.

E-3. Expand auto-directional and destination parking signage

Signage and wayfinding are crucial elements of downtown navigation, especially given the high volume of vehicles and pedestrians moving in and around the ParkFlag service area daily. Enhancing awareness of parking options can alleviate congestion from drivers searching for parking and optimize the use of parking assets.

Best practice is for auto-directional signs to be strategically placed—like visual breadcrumbs for the driving public—easily visible (both during the day and at night), and in compliance with the [Manual on Uniform Traffic Control Devices \(MUTCD\)](#) in terms of character size and sign reflectivity. On the other hand, parking destination signage located at a facility serves as a visual cue that a motorist has reached their destination. This sign typically includes the facility name and any associated regulations.

Building on the City's existing investment in the ParkFlag brand, and the signage refinement work recommended in Strategy E-1 (Expand the ParkFlag brand), there is additional opportunity to enhance the ease of downtown parking wayfinding by adding new, strategically located auto-directional signage and destination signage that help the driving/parking public quickly understand which facilities are part of the ParkFlag public offering.

Champions (Partners): Parking Program Manager (Community Investment Director, Public Works)

Cost: \$\$\$

Urgency: Medium

Implementation guidance:

- ❑ **Confirm current signage inventory.** Leveraging the work done as part of Strategy E-1 (Expand the ParkFlag brand), field-verify that the signage inventory is accurate and up to date.
- ❑ **Assess MUTCD compliance and ParkFlag brand alignment.** Assess each sign against MUTCD compliance requirements (character size, reflectivity, placement) and established ParkFlag brand standards. ParkFlag signs that are faded, damaged, non-compliant, missing, or inconsistent with current regulations or wayfinding logic. Use citation data and Parking Aide field knowledge to identify areas with frequent violations that are appealed due to unclear or missing signage.
- ❑ **Develop a prioritized replacement and gap-fill plan.** Using assessment findings, build a prioritized action list that addresses the most critical compliance and wayfinding deficiencies first – distinguishing between immediate replacements, near-term additions, and longer-term system enhancements – with estimated costs to support budget planning.

F. Policy and Program Development

F-3. Identify a predictable, documented process and cadence for parking fee adjustments.

A predictable, documented process for reviewing and adjusting parking fees (e.g., Pay-to-Park, permits and citations) is essential to maintaining a sustainable parking program. Ad hoc, inconsistent and/or infrequent rate assessments can create public resistance, devalue an important public resource, and contribute to an inequitable financial burden for customers. By contrast, a consistent review cadence – tied to clear occupancy thresholds and market conditions – can depoliticize rate adjustments, signal fiscal responsibility, and reinforce parking fees as the most effective demand management tool over time. Looking ahead, consideration should be given to a parking fee review structure that is designed to best serve evolving conditions across downtown, including thriving commercial districts, neighborhoods, and NAU-adjacent corridors.

Looking ahead, year-over-year (YOY) occupancy data should identify the groundwork for evaluating additional management and/or pricing strategies like demand-based pricing. Demand-based pricing – where rates are set higher in high-demand areas and lower in less utilized areas – allows the parking system to use pricing to distribute demand more evenly and can lead to reduced congestion and improve overall system efficiency. While implementation of a more progressive pricing strategy like demand pricing may be a longer-term objective, building a consistent, multi-year occupancy dataset now is necessary to establish performance-based triggers and can demonstrate the need for and fairness of variable pricing to the public and elected officials. Looking forward, a pricing strategy that could be viable for Flagstaff is zone-based pricing, in which the most desirable, highest utilization parking (often in the core or heart of a city's main business district) is priced higher than less utilized parking on the periphery.

While setting parking fees is ultimately the Flagstaff City Council's decision, ParkFlag program staff play an essential role in identifying a data-supported process, engaging with key stakeholders, defining reasonable fee recommendations and leading implementation.

Champions (Partners): Community Investment Director, ParkFlag (City Council, Finance)
Cost: N/A
Urgency: Medium/Low

Implementation Guidance:

- ❑ **Establish a preferred cadence for parking fee review and adjustment.** Define a consistent cadence and annual timing – ideally aligned with the budget cycle – to evaluate parking rates and permit fees against occupancy data, operating costs, peer benchmarks, industry best practice and inflation. While some communities perform this review annually, a biennial review might be more appropriate for Flagstaff.
- ❑ **Define occupancy-based adjustment thresholds.** Document specific, data-driven triggers for when rate increases are warranted. The industry standard targets 85% occupancy as the threshold above which rates should increase to maintain availability. Similar thresholds should be established for permit programs, factoring in waitlist length and asset use. Once adopted, these benchmarks should anchor every rate conversation.

- ❑ **Explore a more diverse Pay-to-Park rate structure.** As staff have already identified, the introduction of structured parking into the ParkFlag service area will require additional analysis prior to eliminating a system-wide Pay-to-Park rate. At this stage in ParkFlag's organizational evolution, it is appropriate to explore a Pay-to-Park fee structure that differentiates rates by facility type, location, and utilization – rather than applying one flat rate across the entire system. Based on future demand patterns, the City could also consider demand-based pricing, using a tiered structure by zone: areas with the highest occupancy (likely the core of downtown's commercial district) would be priced higher than lower-occupancy areas near downtown's perimeter.
- ❑ **Commit to a transparent process.** Publish the parking fee review methodology, thresholds, and adjustment history in a format that is easy for the public and decision-makers to access – whether through ParkFlag's annual report or webpage. Incremental, well-communicated increases are much easier to absorb than infrequent large jumps made without clear rationale.

F-4. Conduct a municipal code review to ensure alignment with existing parking and curbside management practices.

Flagstaff's municipal code provides the foundation for how the City builds, operates, and manages its parking program – and keeping that foundation current is essential to implementing this Plan's recommendations effectively. While program changes should be introduced incrementally, proactive code updates will remove barriers to action and give staff the flexibility to respond to real conditions as the program evolves.

A comprehensive review of the Flagstaff municipal code should include updating language to ensure that it is as future-proof as possible, for example removing specific references to technology and/or payment methods.

Champions (Partners): ParkFlag, Community Investment Director (City Attorney)

Cost: N/A - \$

Urgency: Medium

Implementation guidance:

- ❑ **Review municipal code to ensure all parking and curbside policies and regulations are up to date and appropriately documented.** This work can be done in-house or outsourced. Conduct a comprehensive review of the municipal code to ensure that all existing parking and curbside management policies, regulations, and practices are accurately reflected and up to date. This review can be completed in-house by City staff or outsourced to a qualified parking consultant, depending on available resources and staff capacity.
- ❑ **Where appropriate, future-proof the municipal code to allow for changes to parking rates, regulations and technology.** Where appropriate, update the municipal code in a manner that anticipates and accommodates future changes to parking rates, regulations, and technology. Building flexibility into the code will help reduce the need for frequent amendments and ensure that the City is well-positioned to adapt to

evolving parking management practices and emerging technologies without being constrained by outdated regulatory language.

- ❑ **Review code with City Attorney.** Once proposed code updates have been drafted, schedule a thorough review with the City Attorney to ensure that all changes are legally sound, clearly written, and consistent with applicable state and local laws. Incorporating legal review early in the process will help identify and address any potential issues before the updated code is brought forward for formal approval.
- ❑ **Bring code updates to City Council for review and approval.** Following the City Attorney's review and any necessary revisions, bring the proposed municipal code updates to City Council for formal review and approval. Staff should be prepared to present a clear summary of the proposed changes, the rationale behind each update, and how the revisions will better align the municipal code with current and future parking and curbside management practices.

F-5. Conduct a comprehensive review of ParkFlag's parking permit offerings, to ensure program regulations are meeting customer needs

The City should evaluate whether the existing menu of parking permit offerings is effectively meeting the needs of ParkFlag's diverse customer types, including employees, residents, commuters and service providers. As part of this evaluation, the City can leverage collected occupancy data to assess employee permit utilization and determine whether current permit allocations align with actual demand and usage patterns.

Champions (Partners): Parking Program Manager, Community Investment Director, Parking Aides (DBA, Southside Neighborhood Association, NAU)

Cost: \$

Urgency: Medium

Implementation guidance:

- ❑ **Convene an ad-hoc stakeholder committee to evaluate current offerings.** Form a limited-term, ad-hoc committee representative of key parking permit program users (e.g., DBA members, NAU, Southside residents), ParkFlag and City staff. Lead the committee through a structured review of existing permit types, application requirements, business rules, and overall ease of use. The committee's output should be a clear set of findings and recommendations for program improvement.
- ❑ **Seek City Council approval.** Present committee recommendations to the City Council for review and approval. Highlight the collaborative process and plan to pair implementation with proactive communication to permit program users.
- ❑ **Review and update permit policies.** Identify specific policy and/or code changes that program updates will require. Work with key organizational partners to communicate program changes in a timely manner.
- ❑ **Utilize an annual survey to track results over time and adjust as needed.**

G. Curb Management

G-4. Conduct a new Curbside Management Study

City staff should be commended for their collaborative efforts to take a data-driven and community informed approach to the 2026 Curbside Management Plan. Historically, when a city or town invested in a Downtown Parking or Curbside Management planning process, recommendations would attempt to forecast work 5-10+ years into the future. However, with the speed at which technology is moving - from advancements in license plate recognition, mobile-only payment environment, connected vehicles, and camera-based enforcement integrations - we are recommending a shorter planning horizon of three to five years.

Beginning in 2030, the City should budget for another comprehensive downtown parking and overall curbside access that is initiated in 2031. This future investment will keep up the City's established cadence of making measured and context-sensitive investments in infrastructure, technology, programs and policies that support Flagstaff's residents and visitors alike.

Champion (Partners): Parking Program Manager, Community Investment Director

Cost: \$\$

Urgency: Low

Implementation guidance:

- ❑ **Plan and budget for a future Curbside Management Study.** Beginning in 2030, initiate the budgeting process to fund a new comprehensive curbside management study to be completed around 2031. This next study will ensure the City maintains its established cadence of context-sensitive, forward-looking investments that continue to serve both residents and visitor.